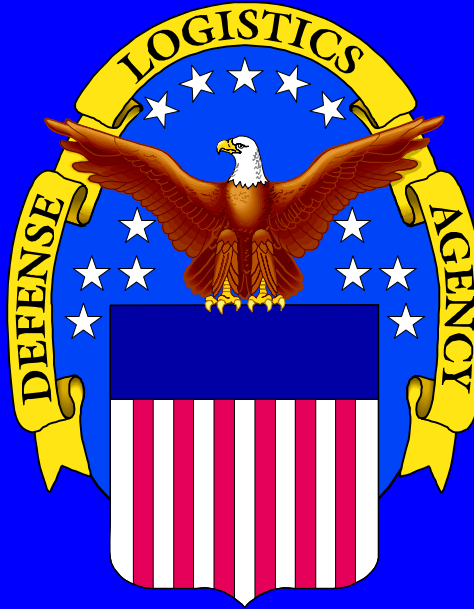


# Defense Contract Management Command



## Customer Support Overview

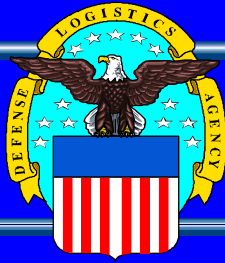
*Superior Performance... Making it Happen*



## Goal 4

**Right Reception**

*Putting it all Together Through  
Customer Feedback*



# Overview

- **World View - (The Mission)**
- **Customer Support Structure**
  - **Some Added Discussion on PI**
- **Enhanced Customer Support**
- **Customer Satisfaction**
- **Customer Information Network**
- **Results (What is the Customer Saying)**



# Customer Support

## *“Team Mission”*

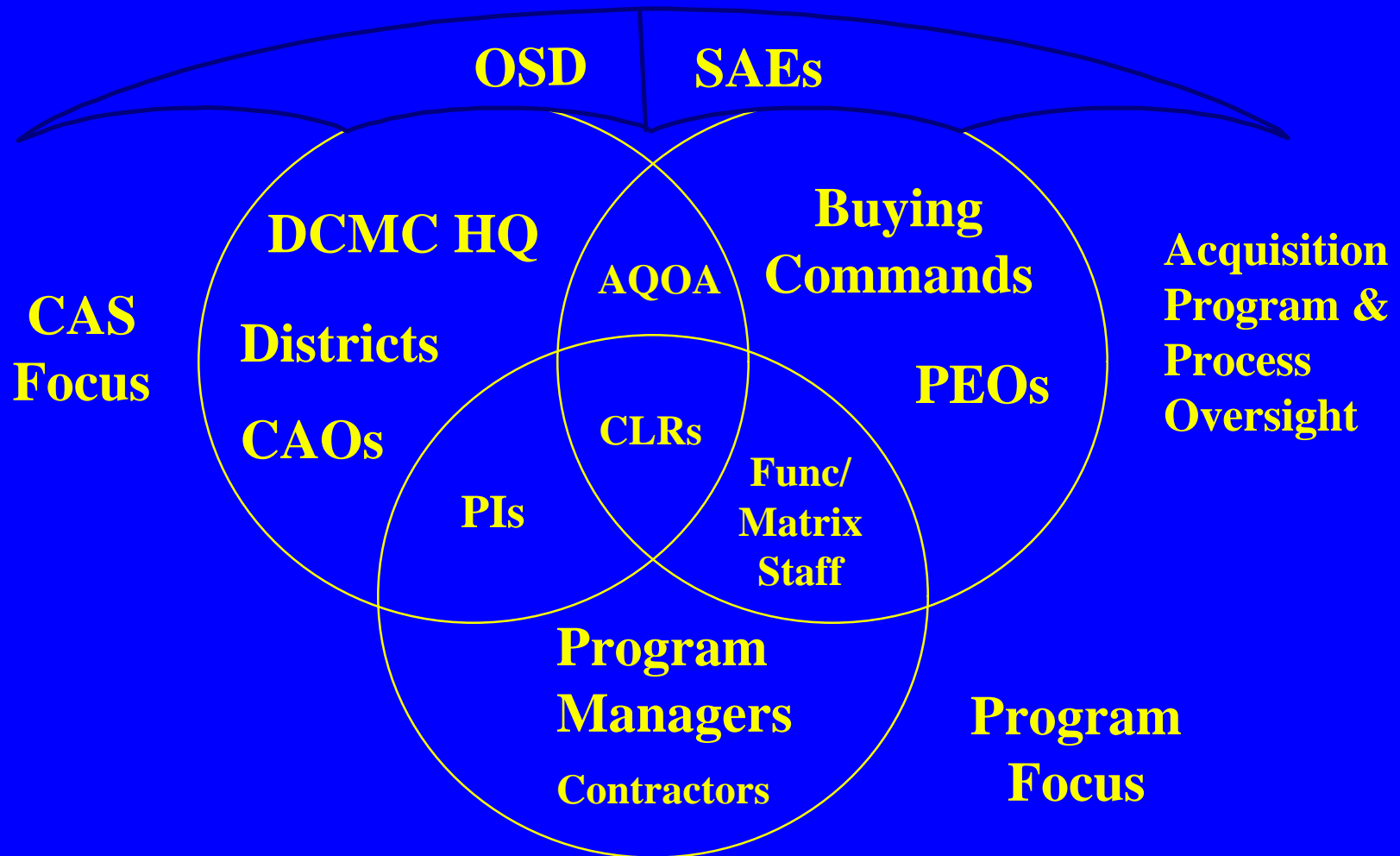
- ➡ Assist the Command to become recognized as an “Acquisition Center of Excellence” by:
  - Focusing on DCMC’s external customers
  - Improving internal and external communications
  - Developing the “right talent”
  - Measuring customer satisfaction ....

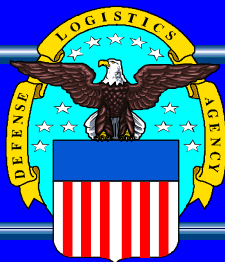
*...to insure the “Right Reception”!*



# Customer Support

## “Environment”





# Customer Satisfaction

**“One Face” Infrastructure in Place**

**DCMC**

**AQ  
Executive  
Team**

**OSD  
SAE  
PEO**

**Customer**

**Customer  
Liaison  
Reps**

**Continuous  
Communications**

**SYSCOM CDR's  
Contracts Chiefs**

**Program  
Integrators  
ACO's**

**PM's  
PCO's  
Item Mgr's**

**Need to build customer satisfaction  
network around the “One Face” concept**



# Customer Support

## *“Team Structure”*

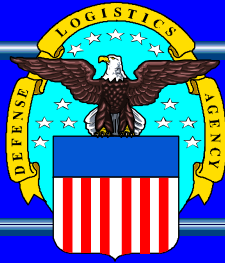
- **DCMC Headquarters**
- **District Customer Support Teams**
- **Customer Liaison Reps**
- **Program Integrators**



# DCMC Headquarters

- Customer Support Team Chief
- CST Lead ("Super") Liaison
- Service Customer Support Reps
  - Air Force, Army, Navy
  - DLA, DFAS, NASA, DARPA
- Mission: Direct support/to OSD, SAE, PEO, PM, Buying Command leadership & staff to ensure they are satisfied DCMC customers... "Right Reception"





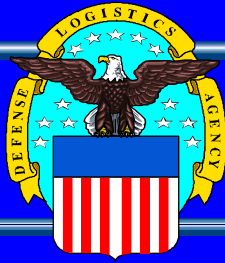
# District Customer Support Teams

- **DCMD East**
  - Customer Support Team (L. Maturo)
  - Program Integration Team (S. Swenson)
- **DCMD West**
  - Customer Support Team (T. Brooks)
  - Program Integration Team (M. Lowry)
- **DCMD International**
  - Customer Support Team (K. Evans)
- **Mission: Policy implementation.**  
Administrative support of CLR's, interface with Program Integrators. Direct support of customer requirements, and analysis of customer satisfaction feedback and data.



# Customer Liaison Representatives

- **Members of DCMC CST**
- **26 CLRs in place today across Air Force, Army, Navy, DLA ICPs, NASA buying commands**
- **Mission: Serve as “single face to the customer” representing the DCMC Commander at host activity. Major duties include expert knowledge of customer requirements, DCMC policy and initiatives, and high level interaction with buying activity leadership to assure customer satisfaction with DCMC products and services.**



# Program Integrators

- **Focused, on-site attention and assistance to critical weapon systems and sub-systems**
- **Insures effective implementation of CAS to meet specific program objectives**
- **One DCMC “face” to the program manager**
- **Product orientation vice process orientation**

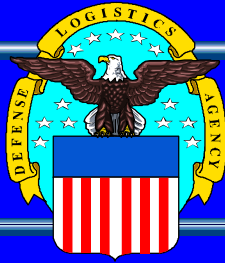


# Program Integrators

## *“Program Expansions”*

- **Current DCMC initiative:**
  - **Expand PI coverage to all ACAT II prime programs**
  - **Target completion - 30 Sep 97**
  - **Initiated through FY 97 Business Plan**
  
- **Future expansion**
  - **All ACAT programs**
  - **All non-ACAT program managed programs**

***Bottom Line - Program Integration is key to continued DCMC successes!***



# Program Integrators

## *The Need for Change*

- **IPTs are the future of our business**
- **Program integration expanding to all ACATs and beyond**
- **Program integration practiced differently across DCMC**
- **No way to “grow” PIs**



# Enhancing Customer Support

## *The Plan*

- **Standardize and Update PI and CLR Position Descriptions**
- **Rewrite PI and CLR One-Book Chapters**
- **Develop a “Customer Support Career Field”**
  - **Provide a “Roadmap” to the Top**
  - **Spell Out Training and Education Requirements**
  - **Enhance Professionalism**
- **Develop a Customer Information Database**



# Enhancing Customer Support

## *Guiding Principles*

- **IPT Approach - Program success oriented**
- **Seat at the Program Manager's table**
- **Proactive involvement/continuous communication**
- **Mutual trust**
- **Shift to Early Insight**
- **Professionalize**



# Enhancing Customer Support

## *Institutionalizing the Process*

- **Re-engineer the One Book**
  - **Program Integration**
  - **Customer Liaison Representative Program**
  - **Customer Information Network Reporting**
  - **Measuring Customer Satisfaction**
- **Defining specific CST career paths**
- **Re-writing PI & CLR position descriptions**
- **Developing a customer information database**



# Measuring Customer Satisfaction





# Customer Satisfaction

## *Problem*

Annual Survey

Liaison  
Feedback

Visits

Trailer  
Cards

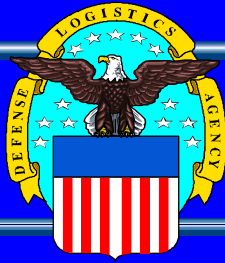
Coordination  
across organizations

Follow-up  
Actions/Info

**Many customers.**

**Many faces presented to them.**

**No way to tie it all together!**

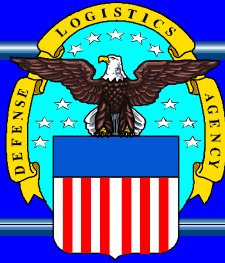


# Customer Satisfaction

## *Strategy*

**We should “mirror” industry...**

- **Give the customer a single DCMC point-of-contact**
  - **Designated, direct customer representative**
- **Conduct periodic surveys and “corporate” level visits**
  - **“How’s DCMC doing?”**
  - **“How’s your DCMC representative doing?”**
- **Gather product level data (“Trailer Cards”)**
  - **Low level, objective measure**
  - **Validates survey feedback**

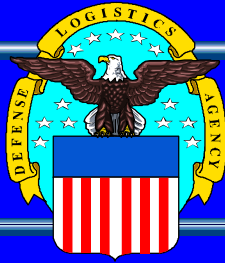


# Customer Satisfaction

## What We've Been Doing

### Headquarters:

- Focused on ACAT I program managers
- “Surveyed” them via phone or fax
  - Responsiveness, Timeliness, Accuracy
  - Scale of 1 to 5
  - Districts can't talk to EIS data on ACAT program customer support
- Districts (FOCUS Reps):
- Annual survey issues
- “Trailer Card” supply/review



# Customer Satisfaction

## What We Want To Do

- Expand simple survey to include a representative number of:
  - ACAT PM's & PCO's
  - Item Managers & PCO's
- Continue use of "Trailer Card" process to gauge performance at objective, product level



# Customer Satisfaction

## Survey Format

This survey is intended to measure your satisfaction with... DCMC... team for your program. On a scale of 1 (totally dissatisfied) to 6 (completely satisfied)

### Satisfaction with:

- Overall support from DCMC?
- DCMC's role in getting the right item?
- DCMC's role in getting it at the right time?
- DCMC's role in getting the right price?
- DCMC providing the right advice?



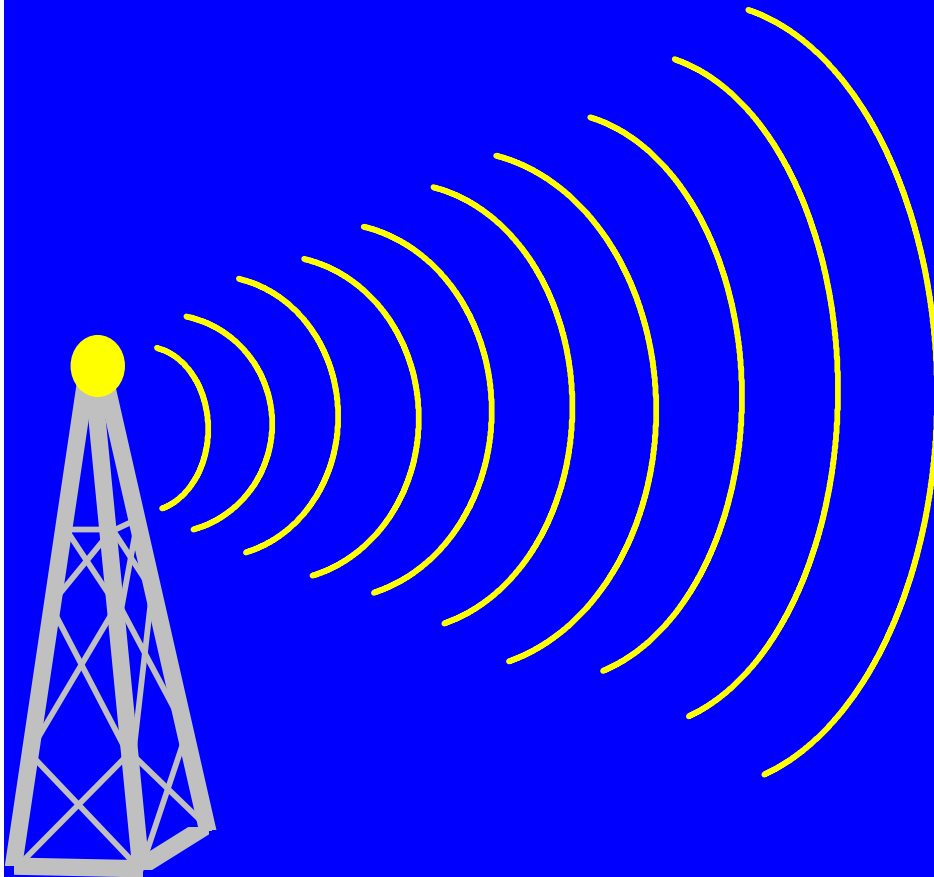
# Customer Satisfaction

## How?

- Each District survey 40 customers per month:
  - 10 PM's & their 10 PCO's
    - List provided by CS Teams
    - Cycle through all programs
  - 10 Item Managers & their PCO's
    - List provided by District
    - All 10 out of one AO
    - Cycle through all AO's
- Report Monthly into EIS
- Trailer Card analysis to support conclusions

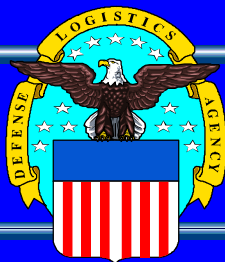


# Customer Information Network

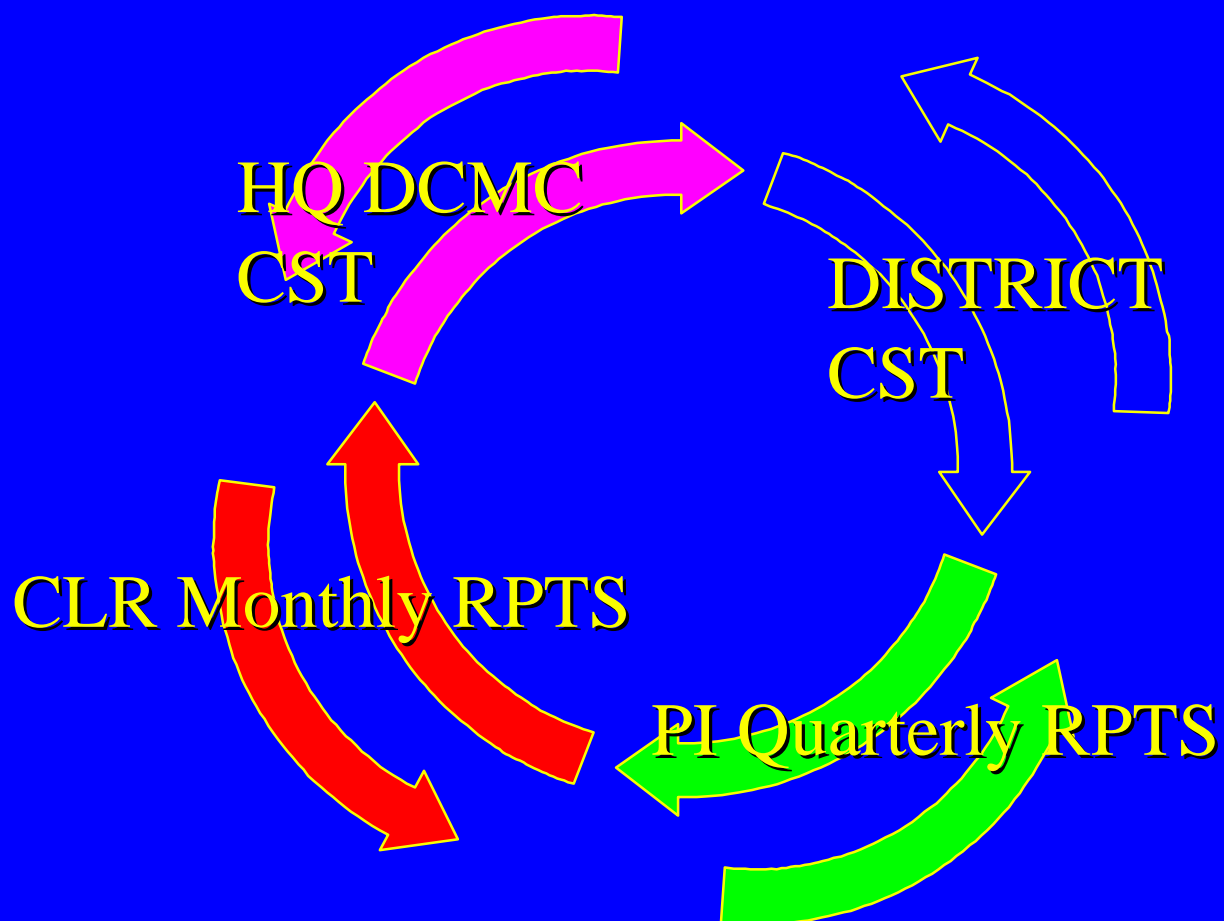


- Integrated at all levels
- Direct Communication with Customers
- Identify and Solve Systemic Problems
- Publish “Best Practices”
- FOCUS for “TOMORROW”





# Customer Information Network





# Customer Support Database

- All Army, Navy, Air Force, ACAT programs.
- Provides Program specific Acquisition Data.
- Command-Wide Link to the *Customer Information Network* via “Oracle” database software.
- *Customer Satisfaction Survey* results downloaded to database.
- On-screen query, data entry, and data retrieval allow instant feedback and report capability.



# Customer Satisfaction Results

- **3 Months of Data**
- **4.1.1 Goal is to Maintain 4.0 on a 1.0 to 6.0 Scale**
- **Results to Date: 5.2**
- **Key Customers Surveyed Include PMs/PCOs From:**
  - **C-17**
  - **Blackhawk**
  - **F-16**
  - **MK48 ADCAP**
  - **JTIDs**
  - **E-2C**
  - **THAAD**
- **Item Manager/PCO Responses From:**
  - **KIOWA**
  - **S-3**
  - **F-15**



# Customer Satisfaction Results

- Scores Across all 6 Questions Exceed Goal
- Breakout Shows Slightly Lower Scores in “Time” and “Advice”

<u>Item</u>	<u>Time</u>	<u>Price</u>	<u>Advice</u>	<u>Overall</u>
5.2	4.9	5.2	4.8	5.2

- Districts Follow-up Immediately on Low Scores/Issues/Complaints
- Item/Time/Price/Advice Measures Will be Correlated with “Right” Metrics